

Article

Issues and Implications of Readiness to Change

Yousef Ahmad Alolabi * , Kartinah Ayupp and Muneer Al Dwaikat

Faculty of Business and Economics, Universiti Malaysia Sarawak Kota Samarahan, Kuching 93000, Malaysia; akartinah@unimas.my (K.A.); maldwaikat@yahoo.com (M.A.D.)

* Correspondence: y.olabi@gmail.com

Abstract: In light of readiness to change, organizational readiness has received little attention with the extensive assessment of individual readiness to change. (1) Background: Therefore, this conceptual paper aims to address the need for change at the organizational level through the lenses of Lewin theory, organizational change theory, and social exchange theory. It will identify issues and implications in readiness to change at the organizational level; (2) Methods: The primary method used in the study was mainly a literature review to add neglected factors driving change such as contextual factors and technology. (3) Results: The paper shows how various players and other determinants of successful change implementation can derail the organization's readiness to embrace change. (4) Conclusions: The paper adds to the available knowledge on how technology is likely to affect organizational willingness to change. The study suggests various solutions that seek to address the issues on organizational readiness to change. Hence, this study may provide organizational managers with takeaway implications on change management for policymakers and practitioners to improve an organization's preparedness towards change implementation.

Keywords: readiness; change; change implementation; organizational change; change management



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1. Introduction

Business organizations are experiencing numerous changes in their settings. Managers have an essential role in meeting the variations head-on to enhance conformity to the new environments. Organizational change is a constant process that significantly affects the efficiency of the organization (Cunha-Cruz et al. 2017). Therefore, it is essential to pay attention to different change alerts from within and outside the organization. The organization is required to make steady adjustments to change more efficiently and quickly. However, the execution of change implementation requires the development of a blueprint developed more efficiently to enhance the organization's success.

Typically, change includes a wide range of activities that exist in the company. The common changes in an organization include layoffs or downsizing, restructuring operations, and reorganizing teams. Some organizations engage in practices such as mergers, reengineering, and the development of new technology to ensure their readiness for organizational change (Weiner et al. 2008). Changes are meant to reorient and reorganize how the organization conducts its activities. The main goal of change is to identify new and improved methods to ensure optimized use of available resources and the general capabilities to ensure the organization's increased ability in value creation and provide enhanced returns to stakeholders.

The incorporation of new processes helps everyone in the organization conduct their jobs better and increase the positive contribution to the organization's current needs. An organization that fails to embrace change is likely to lose its competitive edge and fail to ensure conformity to the needs and demands of customers and stakeholders (Bank et al. 2017). Factors that determine the extent of change in an organization exist internally and externally. The economy is likely to pose a significant impact on the success of the organization (Vakola 2014). Sometimes change comes from adopting a new technology whose aim is to